

nicity, skin color, age, sex, race, or pimple count. Other than performance and actions directly related to a team member's official personnel appraisal, you do not judge at all lest you be judged.

Open

Open door. Open book. Fuzzy PMs welcome anyone who needs to see them. Some may even set work hours conducive to their own productivity, and they honor their availability.

Positive Attitude

"Laugh, and the whole world laughs with you; cry and you cry alone." PMs can't laugh all of the time (flashback to Congressional Hearing), but they can be upbeat and positive. See the glass as half full, not half empty. Actions follow attitudes.

Qualified

Qualified PMs inspire trust and confidence. They keep up with professional courses. They read the Trades. They attend seminars when possible. And, just as important, they keep their people qualified as well.

Responsive

Is this you? "If I wanted that done tomorrow, I would have asked for it to-

morrow?" Likewise, when something is asked of you that needs to be accomplished now, *do it now*.

Spirited

Animated PMs are easier to work with than Johnny Monotone. If your team hasn't fallen asleep after 77 seemingly sibilant syllables ... zzzzzzz ... huh? Look around — does your audience simultaneously check for light leaks after each of your brilliant monologues?

Trustworthy

You can keep a secret, and you do not break your word. Period.

Understanding

Fuzzy PMs can "walk a mile in another's shoes." You understand that people experience good and bad days and have highs and lows (just like you). You are able to work with them to achieve the best for them — and for the project.

Valorous

Having good old-fashioned courage to stand up for what's right when everyone else is running for the hills is an admirable trait. As vanguard of your team, are you brave in the face of all project perils? (Think bulging veins, award fee evaluations, and personal evaluations...)

Wakeful

In this sense, are you alert and watchful? Do you anticipate what should or could happen next to the project? Do you plan ahead and prepare your team for contingencies?

Xerophilous

Able to survive in a hot, dry environment are the Xerophilous PMs! But no man is an island. Each successful team functions effectively with its PM to produce project success.

Zealous

Zealous PMs have a zest for life, and enjoy their work. They treat their team the way they would like to be treated, a la the Golden Rule; and they often succeed where others before them have not.

If, after reading the above examples of people skills and personal traits, you can relate to only two or three, you might want to tweak your professional personality. Respected and rewarded team members feel appreciated and respond in kind to PMs who demonstrate more than xerophilia.

Editor's Note: The author welcomes questions/comments. Contact her at betty_lunch@stricom.army.mil.

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